

RISK AND SUSTAINABILITY GROUP (RSG) POLICIES AND PROCEDURES

Subject: Risk and Sustainability Policy		Office Policy No.: RSG-2025-02	
Scope / Coverage: Vivant Galaxy		Effective Date: August 2025	
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1. Purpose

This Policy affirms the commitment of Vivant Corporation (“Vivant”) to integrate risk management and sustainability into the way we do business. Guided by our mission of *bringing excellence to industries that improve everyday living*, we aim to embed these principles into our strategies, operations, and decisions to create long-term value for our stakeholders and drive meaningful impact.

2. Scope

This Policy applies to Vivant Corporation and managed corporates (collectively known as “Vivant Galaxy”).

3. Policy Statement

At Vivant, we are committed to building a resilient and sustainable organization that creates lasting value for our stakeholders and delivers a positive impact on people, the planet, and our business. Our approach is grounded in strong risk management practices and a deep commitment to sustainability, aligned with our mission of *bringing excellence to industries that improve everyday living*.

We commit to:

- Creating shared value with our stakeholders by embedding risk management and sustainability principles into our strategies, operations, and decision-making processes.

- Establishing clear, measurable risk and sustainability targets, and regularly tracking progress to ensure alignment with Vivant's strategic priorities and stakeholder expectations.
- Proactively identifying, assessing, and managing risks and opportunities that may impact our people, operations, environment, reputation, and the communities we serve.
- Allocating appropriate resources to effectively manage our risks and sustainability impacts, achieve our defined risk and sustainability targets, strengthen organizational awareness, and build internal capabilities.
- Ensuring that risks are managed within our defined appetite and tolerance levels, aligned with our strategic objectives and in support of responsible, risk-informed decision-making across the organization.
- Promoting a strong risk management and sustainability culture through regular communication, collaboration, and active engagement with internal and external stakeholders to better understand evolving expectations and continuously enhance our strategies and initiatives.
- Aligning our Enterprise Risk Management (ERM) Process (in Annex A) and Sustainability Framework (in Annex B) with international standards, best practices, regulatory requirements, and stakeholder expectations to enable informed, timely, and agile decision-making across the organization.
- Continuously improving our risk management and sustainability programs through performance monitoring, benchmarking, and integration of emerging practices and technologies.

4. Roles and Responsibilities

Effective risk and sustainability management depends on clear accountability across all levels of the organization. The following outlines key roles in supporting the implementation of this policy.



4.1. Board Risk and Sustainability Committee (Board RSCom)

The Board Risk and Sustainability Committee's key responsibilities include:

- Reviewing and approving Vivant's risk criteria, risk appetite, tolerance levels, and sustainability targets at least annually, ensuring alignment with Vivant's aspirational goals and stakeholder expectations.
- Advising the Board on its risk appetite levels and risk tolerance limits.
- Providing strategic oversight of Management's risk management and sustainability activities, including review of top risks, emerging exposures, and performance against defined appetite, tolerance, and targets.
- Escalating material risk exposures and sustainability matters to the Board.
- Overseeing the implementation of Vivant's Enterprise Risk Management (ERM) program and Sustainability Framework, covering key areas of Environment, Social, and Governance (ESG), through the Management Risk and Sustainability Committee.
- Reviewing and endorsing to the Board for approval of the sustainability disclosures and reporting on sustainability performance in the annual sustainability report of Vivant, ensuring alignment with regulatory frameworks and stakeholder expectations.

4.2. Management Risk and Sustainability Committee (Management RSCom)

The Management Risk and Sustainability Committee's key responsibilities include:

- Reviewing Vivant's risk criteria, risk appetite statements, risk tolerances, and sustainability targets at least annually, ensuring alignment with Vivant's aspirational goals and stakeholder expectations.
- Providing strategic guidance in the development and implementation of risk mitigation strategies and sustainability initiatives across Vivant, including resource allocation and operational coordination.
- Monitoring of top, key and emerging risks, tracks performance against established risk and sustainability targets.
- Reviewing the risk and sustainability profiles of existing businesses, ensuring alignment with strategic objectives and within Board-approved risk tolerance levels.
- Determining and endorsing the agenda for the Board Risk and Sustainability Committee to ensure that material risk exposures and sustainability matters are elevated for Board-level discussion.
- Monitoring the effectiveness of risk management and sustainability programs, including risk transfer mechanisms and capability-building efforts, ensuring alignment with strategic objectives and stakeholder expectations.
- Reviewing the sustainability disclosures and reporting on sustainability performance in the annual sustainability report of Vivant, ensuring alignment with regulatory frameworks and stakeholder expectations.

4.3. Chief Executive Officer (CEO)

The CEO provides overall leadership and strategic direction in embedding risk management and sustainability across Vivant, ensuring they're integrated into core business strategies and operations.

Key responsibilities include:

- Ensuring appropriate governance structures, resources, and capabilities are in place to manage risks and drive sustainability performance.
- Engaging with the Board and key stakeholders to communicate material risks, sustainability priorities, and progress.
- Ensuring the integration of risk management and sustainability into the strategy, planning, and decision-making.
- Setting a clear tone at the top to promote a strong culture of risk awareness and sustainability.

4.4. Chief Risk Officer (CRO)

The Chief Risk Officer (CRO) serves as the Chair of the Management Risk and Sustainability Committee and plays a key role in Vivant's risk and sustainability governance.

Key responsibilities include:

- Leading the development of Vivant's risk criteria, risk appetite statements, risk tolerances, and sustainability targets.
- Overseeing organization-wide risk and sustainability frameworks, ensuring that top, key and emerging risks and opportunities are effectively identified, assessed, and addressed.
- Leading the monitoring of top, key and emerging risks and performance against risk and sustainability targets, and advising the Management and Board Risk and Sustainability Committee to support informed decision-making and effective resource deployment.
- Supporting the escalation of material risk exposures and sustainability matters to the One Vivant Management Risk and Sustainability Committee, VVT Board Risk and Sustainability Committee and VEC Board Risk Committee.
- Providing strategic guidance and oversight to the Risk and Sustainability Group, ensuring effective implementation and continuous improvement of the risk and sustainability program.
- Ensuring that decision-making across Vivant is informed by a comprehensive understanding of risk exposures and sustainability impacts.
- Determining and approving the agenda for Management Risk and Sustainability Committee meetings, with input from Committee members.

4.5. Risk and Sustainability Group (RSG)

As the process owner of Vivant's Enterprise Risk Management and Sustainability programs, the Risk and Sustainability Group is responsible for:

- Facilitating the development and updating of Vivant's risk criteria, risk appetite statements, risk tolerances, and sustainability targets
- Supporting and guiding Risk and Sustainability Topic Owners in the identification, assessment, management, and monitoring of risks, impacts, and opportunities, ensuring alignment with Vivant's risk appetite, tolerance, and strategic objectives.
- Review and monitoring of Vivant's risk universe and performance against risk and sustainability targets, ensuring alignment with strategic objectives and performance expectations.

- Providing risk advisory and analysis to ensure risks and impacts are appropriately evaluated and coordinating with the Risk and Sustainability Topic Owners to ensure timely reporting and effective implementation of mitigation actions.
- Ensuring timely escalation of material risk exposures and sustainability matters to the CRO, Management and Board Risk and Sustainability Committee.
- Implementing the risk management and sustainability programs aligned with global standards, best practices, and applicable regulatory requirements.
- Overseeing the execution of sustainability initiatives across Vivant's operations.
- Continuously enhancing the ERM and Sustainability programs through capacity building, performance monitoring, benchmarking, and integration of emerging trends and practices.

4.6. All Employees (as Risk Owners and Sustainability Topic Owners)

Risk Owners and Sustainability Topic Owners are individuals across Vivant who lead the management of risks and the implementation of sustainability initiatives within their respective functions.

At Vivant, we believe that every employee plays a role in managing risks and promoting sustainability. All employees are expected to be aware of the risks and sustainability impacts related to their functions, take proactive steps to address them, and contribute to Vivant's overall resilience and long-term value creation.

Key responsibilities include:

- Taking ownership of risks within their respective functions, ensuring they are managed in alignment with Vivant's strategic objectives, risk appetite, and tolerance levels.
- Identifying, assessing, managing, and monitoring risks, impacts, and opportunities relevant to their functions, ensuring these are maintained within Vivant's defined risk tolerance levels.
- Maintaining and regularly updating risk management plans (RMP) to reflect current risk status, controls, risk treatment plans and residual risk levels.
- Monitoring and ensuring achievement of risk and sustainability targets, addressing gaps through timely actions and adjustments.
- Effectively communicating relevant risk information to stakeholders and teams, including potential impacts and mitigation plans, and escalating risks that exceed Vivant's risk tolerance or require cross-functional coordination.

- Embedding risk and sustainability considerations into business planning, operations, and decision-making processes within their respective areas.

4.7. Internal Audit

Internal Audit provides independent and objective assurance on the effectiveness of Vivant's risk management and sustainability frameworks, processes, and controls.

Key responsibilities include:

- Evaluating effectiveness of controls related to top and key risks and sustainability objectives.
- Providing insights and recommendations to improve risk response strategies and enhance sustainability performance.
- Reporting significant findings to Management and the Board Audit Committee to support informed decision-making.
- Assessing the adequacy and effectiveness of risk management and sustainability policies, frameworks, and practices.

5. Review and Revision

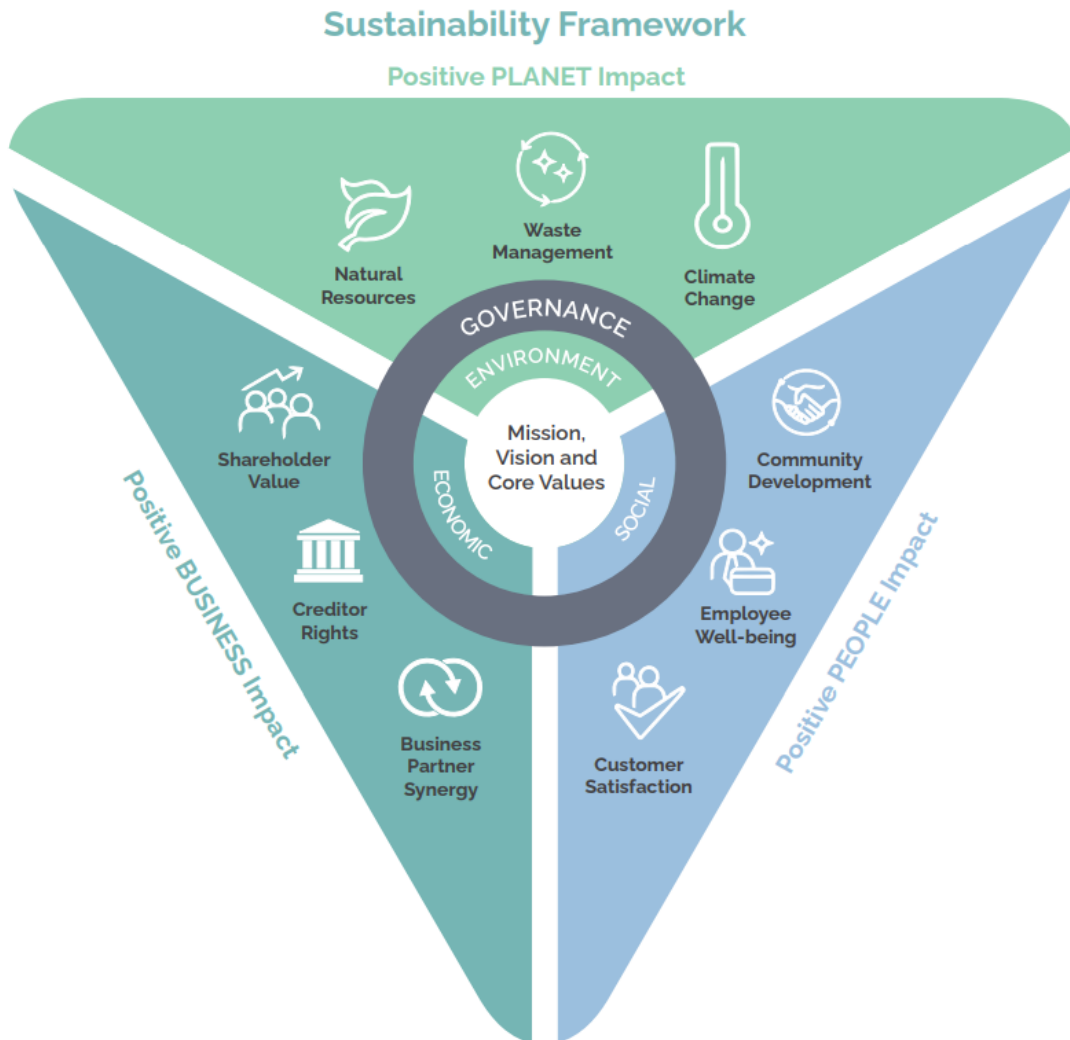
This policy will be reviewed annually or as needed to ensure its relevance and effectiveness in supporting Vivant's goals. Revisions may be made based on changes in operational requirements or feedback from stakeholders.

The Risk and Sustainability Group is responsible for conducting the review and recommending any necessary changes.

Annex A: Enterprise Risk Management Process (ISO 31000)



Annex B: Sustainability Framework



Annex C: Approval of the Board Risk and Sustainability Committee

The Risk and Sustainability Policy was approved by the VVT Board Risk and Sustainability Committee on August 12, 2025, as documented in the minutes of the meeting.